

Risk ID	Category / Element	Risk Short Title	Description	Desired Outcome	Current Situation	Proposed Strategy
C00560	M1 Project Management	Independent Assurance Becomes Reactive Rather Than Preventive	Assurance activity may become a late-stage checking function instead of an active mechanism for early challenge, learning, and prevention.	Independent assurance is planned and used early enough to influence outcomes, not just record defects after the fact.	Assurance teams can be drawn into retrospective checking when delivery pressure is high.	Plan assurance interventions against the real risk profile, major package maturity points, and upcoming irreversible decisions; track findings through to demonstrable closure.

What Could Go Wrong?

Issues that could have been intercepted earlier are discovered only after commitment, installation, or formal review.

Risk (three-part) Statement			Current Risk			Response Type	Manageability	Residual Risk	Risk Owner	Due Date	Close Date	Last Review Date Notes
Cause	Risk Event [uncertainty]	Consequence	Probability	Impact	Score (Pxl)							
Independent assurance is not fully aligned to decision timing and emerging risk.	Challenge comes after key commitments or physical work have already occurred.	Preventable rework, delay, and confidence loss increase.	4	3	12	Mitigate	4	9	Winter, David	24Jul26	Open	24Mar26

Mitigating Actions / Response				
ID	Actions	Action Owner	Due Date	Close Date
#1	Implement Project Assurance plan.	Winter, David	23May26	Open

Last 10 RM Events (Meetings/Interviews/Workshops).

Mtg.	Date	Title / Person / Department	Objective
(0 Events held.)			

Comments

History

Top Risk Summary

Top Risk Mitigation

Independent Assurance Becomes Reactive Rather Than Preventive

Plan assurance interventions against the real risk profile, major package maturity points, and upcoming irreversible decisions; track findings through to demonstrable closure.